



**Federal Aviation  
Administration**

# FOCUSFAA

It's All About You

Issue 15 » October 25, 2005



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## Working Like A Dog

**P**atty Daniel has turned playing with puppies into a way to enhance lives.

For the past six years, she has been a volunteer puppy raiser for Canine Companions for Independence (CCI), a non-profit organization that pairs people with disabilities with dogs to assist them in everyday living.



**Patty Daniel with CCI's puppies-in-training. The dogs are about seven weeks old.**

"We get the dogs when they are about eight weeks old," said Daniel, who works as a support manager for airspace and procedures at the Northern California TRACON. "Our job is to teach them about 30 commands, make sure they are well behaved and have house manners, and then socialize them in public so they can get used to different environments."

## Working Like A Dog

While most of us are familiar with seeing-eye dogs, CCI focuses on other forms of physical disabilities. Dogs are placed when they are about 18 months old. At that time, they're able to assist with any number of everyday chores, from turning on light switches to retrieving phones and remote controls.

Daniel's latest "project," Natoma, goes to work with her just about every day and has a spot under her desk. Natoma attends facility meetings and goes to school events, baseball games, shopping, and restaurants as part of her socialization training.

Now training her fifth puppy, Daniel said the whole process is a cycle of "training the trainer," with raisers and their puppies attending classes on a regular basis. The responsibility for training is a commitment, but Daniels' husband and two teenage boys take an active role in what has become a family project. They also participate in CCI's breeding colony effort, the source of most of the program's puppies.

One drawback is that people who do this kind of volunteering can become attached to the puppies, which makes it tough to give them up. Daniel, however, said it's worth it when you realize the value and purpose of the effort.

"CCI has quarterly graduation ceremonies.

When your dog graduates, you get to walk up and hand the leash to the person it's going to," said Daniel. "And, in some cases, you still have the opportunity to interact with the dogs and see the impact they are having."

Daniel learned about the program several years ago while searching for a charity in the Combined Federal Campaign brochure. After moving to Sacramento, she took on her first puppy in October 1999. ✈

# I Believe I Can Fly

Over the past several years, hundreds of young people with disabilities have come to see Jan Lebovitz as a dream maker.

Lebovitz, the aviation and space education program manager for Great Lakes Region, has coordinated a 1-day Aviation Career Education (ACE) camp program for these young people for the past five years. The effort emerged from a week-long program geared toward students without disabilities.

“The traditional ACE Camp focuses on teaching young people about the field of aviation,” said Lebovitz. “I also serve as the chairperson of the Great Lakes Region’s People with Disabilities Committee and, from that perspective, I thought that we should offer something similar for children with disabilities.”

Today, the effort is going strong, and Lebovitz is hoping similar programs might emerge in other locations across the nation.



**Lebovitz shares a moment with FAA volunteers Jim Morris (left) and Rob Baker, both from the Kalamazoo, Mich. Tower.**

# I Believe I Can Fly

“They have a blast because most of these kids have never flown and many of them are from underprivileged schools,” said Lebovitz. “A lot of times the kids who take part in the week-long ACE Camp take the program for granted. But the kids with disabilities who participate in our 1-day program are so appreciative and thankful for their experience.”

Lebovitz recalls one young boy who didn’t get to fly because of the weather. “All he kept asking was, ‘When can I fly?’ while pointing to the airplane,” she said. “So, we had him practice in the large flight simulator at Western Michigan University and he sat in a twin engine plane with the pilot explaining the parts of the airplane.” He’s been invited back to fly next year, weather permitting.

Lebovitz credits the success of the program to networking and the partnerships she’s formed. Several local airports, pilots, and businesses have volunteered and play a crucial role in executing two programs at Palwaukee Airport in Wheeling, Ill. and Western Michigan University in Battle Creek, Mich.

The program’s partners are essential to its overall success. Signature Flight Support provides the hangers; pilots and planes are from Challenge



*Lebovitz says everyone*

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*“It’s absolutely*

*heartwarming!”*

# I Believe I Can Fly

Air and the Young Eagles. Eli's Cheesecake Company donates lunches.

What started small has now matured. This year, the event featured representatives from FAA, NASA, and the Tuskegee Airmen, as well as a rocket display and airplane slide show. Students at the sponsoring schools also wrote essays on aviation, which were showcased at the October 20 event in Wheeling. FAA employees from all lines of business volunteered their time at the event.

"The kids also get to participate in other hands-on activities. They build airplanes, visit with the tower manager, try on headsets, and talk with FAA personnel about careers in aviation. They especially love the flight simulators," said Lebovitz. "The only limiting factor is time. The 1-day field trip only enrolls 35 or 40 students, due to the time required to offer each student a flight."

Lebovitz says everyone gets addicted to the smiles and the excitement shown by the students. "It's absolutely heartwarming!" ✈



**Students sit in the cockpit and receive a pilot briefing from Challenge Air pilot Jack Lewis, who is a wheelchair aviator.**

# THE STUDENTS HIRED TO BECOME AIR TRAFFIC CONTROLLERS THIS YEAR

will experience a revamped training system at the FAA Academy that uses new teaching techniques, state-of-the-art equipment, and a personal touch.

The academy faces an onslaught of more than 1,000 students next year, the next phase in a workforce plan that envisions hiring 12,500 new controllers over the next 10 years. In response, training officials completely redesigned the program to focus on a consistent training experience for students.

The academy's greatest challenge will be serving as a "melting pot" for college students from different educational backgrounds, as well as eligible candidates from a variety of applicant groups.



**An instructor observes a student using the FAA Academy's advanced terminal lab.**

Experienced controllers — both active and retired — teach the courses, giving the students the benefit of "literally centuries of air traffic control," said Gwen Sawyer, acting manager of the Aeronautical Center's air traffic division. Tim Ramon, an instructor from the Houston Center, thinks the



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curriculum changes open “the door for us to help our students more.” Students learn different techniques for handling aircraft that they can adapt to their own style. And they learn the absolutes, such as minimum separation, that never vary from facility to facility.



**Among air traffic control students at the Aeronautical Center are (from left) Milagro Paulo, Tina Conover, and Douglas Duff.**

To date, 95 percent of the students selected for academy training have graduated, compared to 57 percent for the old screening system. One big advantage is the improved selection

test, recently developed and based on a study of the aptitudes necessary to be a successful controller.

Training combines high- and low-tech methods. Terminal classes start with a low-tech tabletop model of an airport in which some students assume the role of a pilot while others are in a simulated control tower cab. It's here that students act like controllers for the first time, learning proper phraseology and procedures. “Here's where you start to develop that peripheral vision,” said Dave Colburn, course manager for initial terminal training.

In the initial en route class, students again share the role of pilot and controller as an instructor observes. They start by learning the concepts of non-radar control and practicing the language and procedures of en route control. Then they move on to the full-fidelity display system labs with the same equipment used in the field.

Advanced training occurs in new

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terminal and en route labs that are very realistic and allow students to practice emergency scenarios they would rarely see in real life. This practice also helps cut on-the-job training costs on such equipment as STARS, ARTS, and Display System. “We can teach the students in whatever equipment they’ll be using [when they graduate],” said one instructor. Scenarios can be manipulated to target a student’s weaknesses.



**Students learning the ropes at the FAA Academy advanced en route lab.**

Doug Duff is taking training at the academy after working three years at the Bridgeport Flight Service Station (FSS). He’s happy that his instructors recognize his experience. “They’re understanding,” he said. “They get you back into good habits. You don’t worry about making mistakes with them,” he said.

Tina Conover agreed. Her en route instructors “seem to really go beyond” the norm to help her class.

“It’s not such a rigidly structured program that I can’t help somebody who is struggling,” said Ramon. He noted instructors are much freer to teach because they are not the final

arbitors of a student’s success. Independent evaluators from operational facilities make decisions on a student’s performance on the last day of class, deciding whether students should move ahead to their facility or stay for more targeted training.

Field directors and managers personally welcome the future controllers and give them an overview of the FAA mission and values. Steve Osterdahl, Eastern En Route and Oceanic service area director, has met with many new academy students and said, “I like meeting with the students to get them started on the right foot in knowing and understanding the business of the ATO, the services we provide, and our FAA Flight Plan goals,” he said. ✈

# The 90-Second Exit

The panic didn't hit even as smoke engulfed the cabin. I'm waiting in my seat until the order to evacuate. The smoke is so thick I can't see the exit light above my head. Finally, the order comes. I stand up and turn into the aisle ready to get out of there when everything stops ... and we wait. And wait. And wait. The delay is agonizing as we slow to a shuffle waiting for the passengers in front of us to get to the rear of the plane.

As we were trained to do, I keep my eyes focused on the cabin floor lighting and my hand on the back of the flight attendant as we head toward the exit. But it doesn't seem fast enough. I feel the dread of being trapped in an enclosed area with no power to extricate myself. Claustrophobia, under these circumstances, is just as likely to impede an escape as are heat and fire, a stampede or smoke inhalation.

Someone shouts, "Follow my voice." But voices become muffled in the smoky environment and it's hard to tell from what direction the sounds are

coming. We stood in that dark queue for what seemed like 15 minutes. Later, I was told it was no more than five.

The most successful cabin evacuations occur in the 90 seconds following an accident. Airlines must train and drill to make sure no more time passes after that. Fortunately for me and my fellow passengers — mostly flight crewmembers and trainers from airlines — this is a staged emergency, part of an evacuation workshop at the Civil Aeromedical Institute (CAMI) at the Mike Monroney Aeronautical Center. The smoke billowing through the cabin is fake, theatrical smoke they call it, but the adrenaline pumping through our veins is real.

CAMI is known around the world for these workshops based on decades of research at the Aeronautical Center and the William J. Hughes Technical Center. In two intensive days, participants are fed a full diet of CAMI's expertise in everything from aircraft evacuations to surviving a water-related accident.



**A flight attendant jumps down an escape chute after completing a cabin evacuation workshop.**

# The 90-Second Exit

Participants see the good — evacuation tips come to life; the bad — a film on the 1985 fatal accident in Manchester England that alerted the world to the need for more evacuation research; and the ugly — cabin evacuation studies where people shove each other, block exits and hurt themselves and others in a mass rush to evacuate.

CAMI-trained flight attendants



**David Palmerton**

and crew must be assertive and maintain oversight and control of the passengers in an emergency, to invoke the good, and to avoid the bad and the ugly. "I am impressed with the level of training the flight attendants receive and the seriousness with which they take their jobs," said David Palmerton, one of six CAMI cabin safety researchers, who lead this workshop. "They know that in an emergency, people are looking to them."

What worries Palmerton is "the lack of knowledge about aviation safety" of your average passenger. With aviation experiencing its safest period in history, passengers don't expect their plane to crash. And if the plane does crash, they don't expect to survive.

"The flying public is really misinformed about the survivability of aircraft accidents," said Palmerton. Most plane accidents occur when they're taking off or landing. They're not flying as fast or as high as when they are en route. That means there's a chance passengers can survive as long as they react quickly.

"They don't really believe they're going to survive an accident, so they don't pay attention [to the flight attendants' instructions]," said Palmerton. "People need to have a plan. I call it situational awareness. In some more serious accidents, flight attendants can be injured. The burden then is on the passenger to take the initiative and get off the airplane.

"I think CAMI has done a lot in improving the training programs at the airlines over the past 15 to 20 years," said Palmerton. "Flight attendants go back to their carriers understanding the regulations better and doing a better job presenting the information to their coworkers and passengers, particularly in the emergency procedures area."

Shirley Brown, a training manager for Air Jamaica, praised CAMI's expertise and ability to connect with the audience. When she returns to her crew, she'll pass on her knowledge to build safety programs for Air Jamaica.

In this workshop, as I prepare to jump down the evacuation slide, I see Palmerton smile. "I really smoked them on that one," he says. I ask him about my claustrophobia and he offers this advice: "There is lull after the plane stops [in an accident] where people don't really get up and get out. Personally, I would be the first one up and out of the door." ✈

# Exporting the Safety Imperative

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The FAA and China further opened the door last week to a partnership to improve aviation safety practices, foster stronger safety cultures, and move those predicted billions of passengers and tons of cargo to their destination. The bilateral safety agreement was a highlight of the 2<sup>nd</sup> Annual International Aviation Safety Forum. The signing was witnessed by aviation leaders from more than 45 countries, top U.S. officials and aviation industry experts.

Over the past nine years, the FAA has been making inroads to cooperate with the Civil Aviation Administration of China (CAAC). With China as a partner, we will work together on flight standards, aircraft

operations, maintenance and certification, and air traffic management and airports. In 2005 alone, FAA and the CAAC have planned more than 70 cooperative exchange activities in aviation safety.

This new bilateral aviation safety agreement with the U.S. will help China

confront a range of growing pains that comes with this kind of revolution. Civil Aviation of China Minister, Yang Yuanyuan, himself a pilot, said the rapid growth of civil aviation in China is putting pressure on their safety oversight and infrastructure capabilities.



**Minister Yang, DOT Secretary Mineta and Administrator Blakey after signing the historic bilateral agreement**



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China is on the brink of progressive liberalization and deregulation while dealing with a transition "...from the old regime to the new one," Yang said.



**CAAC Minister Yang Yuanyuan**

The evolution of China's aviation system in the next several years is expected to be more dramatic. Economists predict that China's aviation system will grow to be second largest in the world behind the U.S. Compared with last year, flights are up 11 percent, passenger

traffic 12 percent and cargo 8 percent. China will need 8,000-10,000 more pilots, another 3,600 air traffic controllers by 2010. The CAAC forecasts that 29 key airports such as Beijing, Shanghai, and Guangzhou will reach saturation levels by the end of 2010.

## **Raising the Bar**

China's concern over handling the predicted growth mirrors our own concerns, said Bobby Sturgell, FAA deputy administrator. The FAA is working with domestic and international aviation partners and International Civil Aviation Organization (ICAO) to promote common safety standards and interoperable air traffic procedures and technologies such as RVSM, RNP, and Global Navigation Satellite Systems.

Recently, representatives from the FAA's En Route, Terminal and Safety groups toured Beijing and Shanghai Air Control Centers, Approach Controls, and Towers. The group looked at air traffic procedures, airspace design, traffic flow management, en route and terminal approach air traffic movement, and system efficiency. Last July, the CAAC met with the FAA Technical Center to discuss how RVSM could provide additional altitudes possibly relieving congestion restraints in Chinese airspace and providing more options to controllers.

"Make no mistake, raising the safety bar is imperative," said Department of Transportation Secretary,

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Norman Mineta in his opening remarks at the forum. “The need for aviation safety knows neither geographic nor airspace boundaries and recognizes no distinctions between nations, rich or poor.”

While the U.S. is in the safest period in the history of commercial aviation, so too are developing nations who are recognizing a significant reduction in fatality rates. Since the 1990s, the fatality rate on flights within Asia, Africa, and Latin America declined 300 percent.

## One Broken Window

But we must not overlook even the smallest sign of trouble, said FAA Administrator Marion Blakey. In an analogy to a broken window as the harbinger of urban decay, she warned that big problems start out as small

ones and if not tended to, are “a sign that oversight is lacking... that no one cares.”

Looking across the globe at accident rates, safety oversight remains a concern. The average accident rate in North America is .04 accidents per million departures, .05 in China, .07 in Europe, 2.5 in Latin America, and 11.7 in Africa.

Citing these statistics, Blakey said, “The long-term challenge for us ... the experts in this room ... is to pull together and leverage our resources to improve those rates. We need to make sure that aviation safety is a term that applies worldwide, and I’d like to point out right now that black lists are not the answer. She noted that a consistent commitment to safety standards and government

action to certify and oversee operations is the answer.”

We’ve increased our technical interactions with not only China, but India, and Brazil, and we are reviewing plans to open offices in India, South America, and the Middle East in 2006. We have open skies agreements with 71 countries. We’re working with the ICAO and Eurocontrol to harmonize safety, efficiency, and technology. In short, like shipping and rail before us, we are transforming the world aviation system as we know it. ✈



Nick Sabatini, Associate Administrator for Aviation Safety, speaking with Minister Yang

# Voyage to GovTrip

The FAA will move to a paperless travel system over the next few months. Employees will be able to make reservations and process authorizations and vouchers all in one electronic system.

GovTrip is a Web-based system that a traveler can log onto from any Internet connection to make travel plans and sign and route travel authorizations and vouchers. Supporting documents, receipts, authorizations, and vouchers can be attached using a fax or scanner. Once a voucher has been electronically approved it will be interfaced to DELPHI and reimbursement will be made to the employee's account.

The Mike Monroney Aeronautical Center will be the first to use GovTrip with implementation coming to other FAA centers and regions throughout the year (see schedule below).

Several methods of training are available, including hands-on training in centers and regions and computer-based training on an employee's desktop. In addition, user manuals and quick reference brochures may be downloaded from the GovTrip Web site at [www.govtrip.com](http://www.govtrip.com). Helpdesk support is available through the Aeronautical Center.

For more information, contact Project Manager Carmela Simonson (202) 267-9036; Functional Lead Sandi Cavanaugh (202) 267-9595; or Technical Lead Rob Gross (609) 485-6143. ✈

## Current Implementation Schedule for GovTrip:

AMC (Mike Monroney Aeronautical Center)	Oct. 31, 2005
ANE (New England)	Nov. 14, 2005
ANM (Northwest Mountain)	Dec. 5, 2005
AAL (Alaska)	Jan. 30, 2006
HQ (Headquarters, Washington, DC)	Feb. 20, 2006
ASO (Southern)	Mar. 27, 2006
AWP (Western Pacific)	Apr. 10, 2006
ACE (Central)	May 1, 2006
ASW (Southwest)	May 29, 2006
AEA (Eastern)	Jun. 12, 2006
AGL (Great Lakes)	Jul. 10, 2006
ACT (William J. Hughes Technical Center)	Jul. 31, 2006



# Your Two Cents

## Feedback

### Oops!

Ernesto Rodriguez's facility was misidentified in the last issue ("ATO Job Fairs Are A Hit"). He is a supervisor at the Albuquerque Center.

### A Little Teary

I enjoyed the article you published regarding payroll ("The Last Payday"). [It] made me a little teary, but it was great to have someone understand the work we do.

**Virginia Rackley**  
**Mike Monroney Aeronautical Center**

### Serious Improvement

It occurred to me as I complete the review of this issue that our internal communication methods and tools have changed dramatically since transitioning from ATS to ATO. Look back at the days of *Intercom* and review the writing style, the topics, and [in] particular, the layout of the newsletter. Then flash forward to the day FAA Focus hit the streets. There's noticeable change. No. Serious improvement! But even more remarkable is the difference that issue #14 represents to me.

A reader should be able to say to themselves a couple of things. First, there may still be corporate-speak and topics included, but look at the human side of each issue. It's all there. It drills down to where a person lives their lives, where they feel their boots hit the ground, where they touch the lives of others in meaningful ways.

Second, [and] I think most important, is that issue #14 sets a pattern that the reader can now depend on each time an issue comes out. It's important that the topics remain fresh and meaningful, but it's obvious that the consistency in the thrust of the personal messages is always going to be there. This latter example hit its mark for me when you included excerpts from David Westbrook in the article, "Bayou Reflections." ✈

**Keith Gunnell**  
**Headquarters**



## Guest Opinions

*After* Jim Tise, *Focus FAA* editor, asked me to write an editorial for National Disability Employment Awareness Month, I decided that the most meaningful monologue I might offer is to give everyone a sense of what it's like to live with a "DISability."

But, during the initial process, I found that none of the definitions captured what I believe. "DISability" has taken on a broader connotation as a void of all ABILITIES. Thus, in addition to mental or physical limitations, people with disabilities are seen as lacking the ABILITY to experience life, exercise liberty, and expect happiness.



Carl Lee

Perhaps more than any other group, people with disabilities are among those whom others still feel it permissible to discriminate against. Maybe this is due to an unwillingness to understand the dichotomy between DISabilities and ABILITIES. Or, perhaps it's an ignorance regarding how to deal with such people. Whatever the

## Guest Opinions

case, remember that people with disabilities are people first and should be related to as such.

People with disabilities have the most difficulty assimilating into the work force. For folks who are physically impaired, yet fully capable and well educated, being without a job is often an inherent part of life. About four years ago, I was in just such a predicament. After graduating with a Bachelor's degree and holding gainful employment for years, I found myself unemployed. I'd send resumes and go on interviews, most resulting in "you are highly qualified, but just don't fit the position." And, while I'm the last person to suspect discrimination, I couldn't help but think that having to "deal with" me or purchase special equipment might not be appealing to an employer who could hire someone more "low maintenance."

During this period I began a Master's degree at Temple University. As luck would have it, the Federation for the Blind convention was held in that same city. It was at that convention that I learned about Bender Consulting Services, Inc., an IT firm that aids professionals with disabilities in finding employment. With Bender's help, I was soon hired as a contractor with the FAA. Tom Crowley in the Office of Information Systems Security was responsible for bringing me on. Five months later, I was hired as a federal employee. Since then, I've received promotions and awards, completed my Master's, and taken on a part-time gig as an adjunct professor.

Last year, I met Bender's CEO Joyce Bender for lunch and we reflected on the quandary of the high rate of unemployment for the disabled. We concluded that for many people with disabilities, it's a case

## Guest Opinions

of potential employers failing to see the "ABILITY" within. Joyce shared that on a recent trip she approached a lady in a wheelchair and asked, "Where do you work?" The woman responded, "I don't, but no one has ever stopped to ask me that before." Joyce said that oftentimes people don't consider that a person in a wheelchair might be capable of contributing.

Thanks to individuals like Joyce and Tom, people are beginning to see that a blind man is more than his cane and that disrespecting the disabled is a huge disservice, not only for one, but for all. My hope is that we arrive at a time when everyone will be judged based on their character, capabilities, and our common group. Poor eyesight and hearing, paralyzed legs, and, to a larger extent, difference in ethnicity, gender, and religion be damned. I relish the day when the world around me ceases to identify me (and others) by labels. I'd like not to be seen as Carl, the guy with a visual impairment; I'd merely like to be seen as Carl! ✈

*I'd like not  
to be seen  
as Carl, the  
guy with  
the visual  
impairment;  
I'd merely  
like to be  
seen as Carl!*

## Guest Opinions

**A**nother workday with more stops-than-goes in the Washington, D.C. subway tunnels. I read the signs on the walls of the subway out of boredom and to satisfy my craving to read something that isn't work. The few I could even see are about terrorism and what to do if I find myself in the subway system during an attack.

My thoughts were interrupted with the conductor's, "We'll be moving momentarily." A woman asked, "Is it always like this?"

It turned out that she flew to D.C. from California yesterday, getting to her relative's home in Virginia at 2 a.m., five hours later than expected. She was on her way to a meeting in D.C. and had her luggage with her to fly to Florida later in the day. She asked

someone to wake her if she fell asleep. She didn't have time to miss her exit.

Those nearby made comments about their last flight and how flying is so different now. There was talk about the inconvenience, but mostly about how "scary" and "unsafe" flying is. There was a joke about pilots who fly drunk.

During the next several minutes I was able to tell this captured audience about all the wonderful things that have happened to aviation over the years and how safe flying has become. I ran through the multiple pieces of equipment that are on the airplanes only for safety.

A couple talked about their fear of airplane accidents and how they didn't like their children to

fly. I gave a speech about a year ago at the request of the Federal Women's Program about how to survive a survivable accident. I gave a rough equal to that same speech again without my audience knowing it was a speech. My FAA Toastmaster's club would have been proud.

Part of the speech included what not to wear, such as nylon



**Alberta Brown**

## Guest Opinions

stockings that melt to the legs in a fire and high heels that hinder escape. The airline passenger was dressed just that way. I talked about how to know where the exits are and how to use them. I explained that a window exit is heavier than it looks and passengers should not book an exit row just to get more legroom.

Although my audience had nothing better to do than listen to me, it was obvious they were interested by the way they kept asking questions and interrupting each other. One man asked why the airline briefings talk about seat cushions. He didn't know the cushion floats in water and thought "in the case of flotation" had to do with being airsick.

There were questions about how to see if an accident happens at

night. I explained emergency lighting and said daytime accidents could involve smoke that also causes difficulty seeing.

A woman said she always takes a bottle of water because the flight attendants are too busy to serve drinks and food service doesn't exist. She puts on her personal music with headset and closes her eyes before the flight attendants start talking. As a former "stew" for an international airline, I was able to tell her all the things flight attendants are trained to do for her in case of an emergency. I said flight attendants seem like food servers only because airlines seldom have emergencies. I told her the airlines are financially hurting and try to cut anything not necessary. Safety is always necessary. I told her she should

have a bottle of water so that if an emergency did happen she could take that scarf she had on, wet it, and tie it over her nose and mouth. Then use the rest of the water to wet her body. That would filter smoke from her lungs and maybe give her more time to get out without being burned.

*Employees don't  
need to be active  
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difference.*

## Guest Opinions

Any FAA inspector knows this type of information. As I was exiting at L'Enfant Plaza one question was, "How do you know so much about airplane accidents?" I said, "I've traveled lots and I read about it all the time."

In the elevator ride to Flight Standards in Headquarters I realized we don't educate passengers about all that wonderful equipment I had some small part in regulating into place. Warnings on an airplane or on the subway are not equal to a real person openly

discussing the possibility of an emergency involving either mode of transportation.

The FAA has regulations for passenger briefings, but allows a carrier to tell passengers, "In the highly unlikely event of an emergency . . ." We train all levels of people involved in aviation, but not the passengers. Some preambles to regulations I have worked on do a good job of explaining how to use equipment and why. For some reason passengers don't read the Federal Register.

Employees don't need to be active flight crewmembers to make a difference. The work I do is important and so is yours.

The employees of FAA have a combined knowledge of aviation second to none. That's why we are selected to work with ICAO and foreign countries around the world. We have that knowledge that can make a difference. We also have the ability to share it. That's the reality of our work — aviation safety. ✈

**Alberta Brown**  
**Aviation Safety Inspector**  
**– Operations**

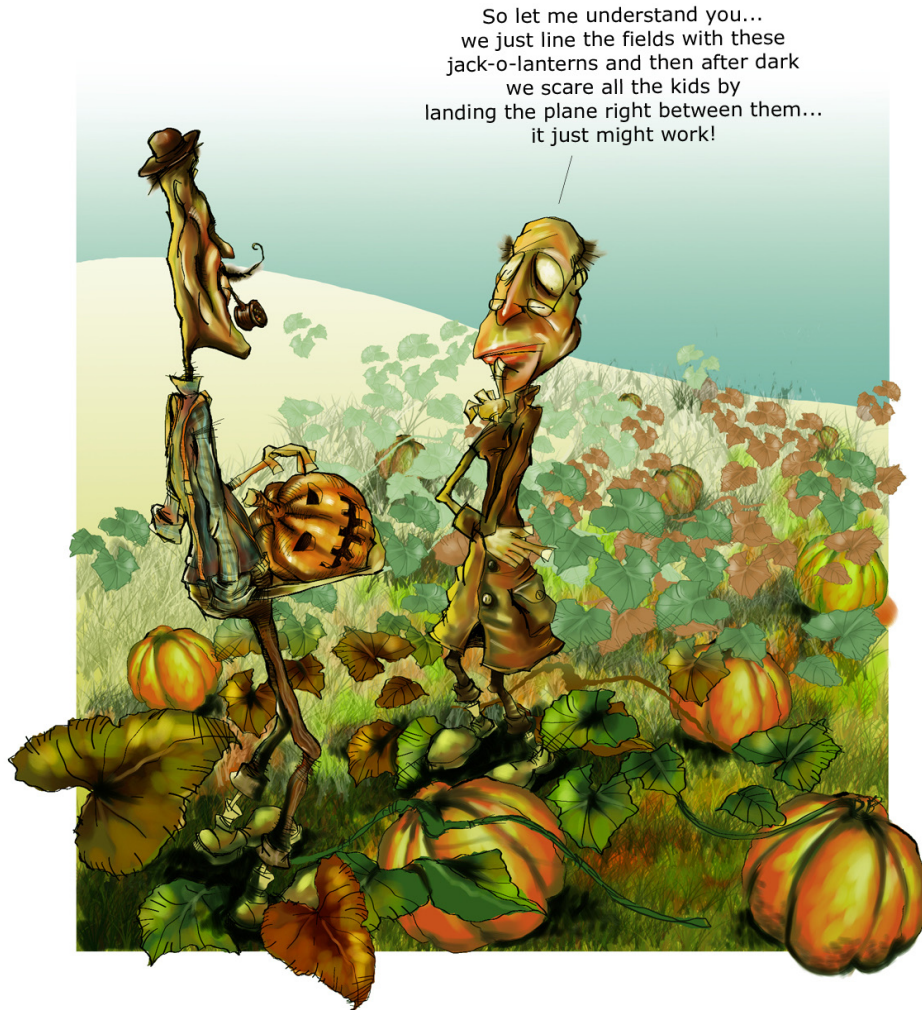
*We train all levels of people involved in aviation, but not the passengers.*



# Deviations

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The Wrong Brothers Invent Runway Lighting



# AOA HIGHLIGHTS

## EXECUTIVE SUMMARY

*Note: Please keep in mind that links to some outside publications mentioned in AOA Highlights work for only a few days and after that many publications no longer provide free access.*

### It's About Finding the Broken Window:

Administrator Blakey uses this analogy to illustrate the challenge of making further improvements in aviation safety.

### Safety and Security Make

**Good Economic Sense:** Blakey speaks at World Bank workshop, calls aviation safety and security a lifeline for developing countries.

### Oakland Joins New York in

**Using ATOP:** Automated system for better managing traffic over the ocean brings

huge benefits to controllers and airlines.

### Building a Bridge to the

**Future:** The next generation aviation system, the Trust Fund, and running FAA more like a business are high on Administrator's priority list.

### Lessons in Humility from

**Wynton Marsalis:** Great leaders are exceptionally talented, but true leadership requires humility, says Rushworth Kidder, writer on ethical issues.

### Reality Doesn't Go Away:

Quote from Peter Viereck, historian, poet, political philosopher, profiled in *The New Yorker* for October 24.

### Chicken Little vs. Dr.

**Pangloss:** The challenges of separating fact from fiction, the wheat from the chaff, in a large organization like FAA.

### A Tribute to a Straight Talker:

Steve Dye, who died over the weekend after a long bout with cancer, was a friend and a great source of straight-from-the-shoulder talk.

**The Last Word:** Sufficient for the day is the evil thereof, or words to that effect from the Roman poet Horace, as translated by John Dryden.

# AOA HIGHLIGHTS

## It's About Finding the Broken

**Window:** Last week, FAA and the Air Transport Association (ATA) co-hosted the 2nd Annual International Aviation Safety Forum here in the Washington area. Like the first forum last year, this one attracted top industry and government aviation leaders from around the world. [Secretary Mineta](#) participated, as did [Administrator Blakey](#). The purpose of the forum was to get the right aviation leaders around the table to discuss what more can be done to improve aviation safety. It's getting harder and harder because we've already picked off all the low-hanging fruit.

To illustrate this challenge, the Administrator uses

the example of the "broken window" theory that researchers came up with several years ago in connection with efforts to rebuild blighted cities in the Northeast. They discovered that letting little things go, like failing to repair broken windows or allowing buildings to be targets of graffiti, is the slippery slope of urban decay and crime. In other words, little things lead to big things, and that's the Administrator's point with respect to aviation. We've got to look for the little things in aviation if we are to better the safety rate globally as traffic increases worldwide. (See Focus FAA story this issue on the forum.)

## Safety and Security Make Good Economic Sense:

Administrator Blakey was one of the participants last week at a World Bank workshop along with other top international aviation luminaries, including the Secretary General of ICAO, Dr. Taïeb Chérif, and Directors' General of Civil Aviation from around the world. Many of them also participated in the International Safety Forum. The theme of the World Bank meeting was "Promoting Aviation Safety and Security in Developing Countries."

While safety and security are good ends in themselves, said the Administrator [in her remarks](#), they are also means to another

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important end. Developing countries must establish safe and secure systems to compete effectively in today's global economy. "It's safety that makes it a lifeline for a lifetime. A safe system is a stable system ...and a stable system is a tremendous economic generator."

**Oakland Joins New York in Using ATOP:** Also last week, the [automated system for managing air traffic](#) over the Pacific Ocean went operational at the Oakland Center. Oakland joins New York as oceanic control centers now using ATOP, short for Advanced Technologies & Oceanic Procedures (ATOP). The Anchorage center is scheduled to go operational later. ATOP

is a big deal in terms of automating many of the current manual methods for handling traffic and for integrating flight data and radar data. It's also a big deal for the airlines, because with ATOP, they can get better, more fuel efficient routes.

## **Building a Bridge to the Future:**

Recently, at one of her monthly telecons with the Regional Administrators and Center Directors, the Administrator was asked what her major emphasis was going to be over the next couple of years, besides the continued focus on safety.

Don't hold me to her exact words — so the following is not a quote — but she said words to this effect: "First, I want

to do what's necessary to lay the foundation for the system of the future, and that means promoting the Next Generation Air Traffic System (NGATS) being developed by the Joint Planning & Development Office (JPDO). Secondly, I want to make sure we can afford the system of the future and have a way of paying for it, and that means Aviation Trust Fund reform. Thirdly, I want to make sure we spend that money wisely, and that means running the FAA more like a business, which includes getting control of our operations costs and not signing labor contracts we can't afford."

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## Lessons in Humility from

**Wynton Marsalis:** Rushworth M. Kidder, author and President of the Institute for Global Ethics, came to FAA a couple of months ago to talk about ethics and leadership. His institute has [a website](#) that regularly publishes interesting, thoughtful material.

Recently posted on the site is a [commentary by Kidder](#) titled, “The Paradox of Humility: Leadership Lessons from Wynton Marsalis.” According to Kidder, “Great leaders are exceptionally talented, but true leadership requires humility. Thus the moral paradox: How to share your best with the world while sublimating ego and putting others first. Can you both sit back and

stand out?” He points to the example of Wynton Marsalis at a recent London concert as an example.

**Reality Doesn’t Go Away:** The New Yorker magazine for Oct. 24 has an interesting profile of Peter Viereck (“The First Conservative”), whose 1940 article in The Atlantic Monthly reportedly discussed conservatism for the first time as a formal political doctrine. The article is interesting if for no other reason than to illustrate how the terms “conservative” and “liberal” have shifted in the short course of the last 60 years. But, the point of this is not to discuss political philosophies, but to draw attention to the closing paragraph in the article.

“I can think of nothing more gallant, even though again and again we fail, than attempting to get at the facts; attempting to tell things as they really are. For at least reality, though never fully attained, can be defined. Reality is that which, when you don’t believe in it, doesn’t go away.”

## Chicken Little vs. Dr. Pangloss:

The above quote is nice, even stirring, but it doesn’t make it any easier to get to the facts – in our jobs, in politics, in religion, almost any sphere of our lives.

Here’s the challenge, as I see it, in a large organization like FAA. Let’s say you’re at the top of this organization and



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you really want to know what's going on. You get steady information from your direct reports, of course, but you've got to ask yourself: How reliable and accurate is that? Your direct reports are as insulated as you are. They rely for the most part on information they get from their management chain, itself several steps removed from where the rubber meets the tarmac. Besides, information gets filtered and changed as it bubbles to the top, taking on a sheen and polish it may not have started out with.

And, finally, no matter what most bosses say about wanting to hear bad news, their behavior and body language often say just the opposite. People pick up

on that real fast. For these and lots of other reasons, some of the bad news that should get topside, doesn't.

On the other hand, you have union management loudly dismissing agency management as totally clueless, incompetent, cruel, and heartless. So, you say to yourself: Okay, probably some validity there, too, but how much? Hard to separate the wheat from the chaff. So, the tendency is to dismiss the whole package out of hand because the language is so over the top and volume too high.

So, where does that leave you? Still looking for solid information about what's really going on, and in the absence of such information you're

probably thinking things are going better than they are. And where does it leave the employee and the first-line manager who know there are real problems that need to be addressed but don't know where to turn? Frustrated and angry.

## **A Tribute to a Straight Talker:**

After I had written the above on Friday, I got a call on Saturday morning that Steve Dye had passed away earlier in the morning after a long bout with cancer. (Stay with me – there's a connection with the above.) Steve worked on the ATO Quality Assurance Staff in the Southern Region. I got to know Steve 7-8 years ago when he dropped by the office one

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day to introduce himself and to offer some candid, unsolicited feedback. That was the beginning of many conversations over the phone, with Steve doing most of the talking and me most of the listening. If I didn't hear from him, I sometimes called him to see if such and such an initiative we were thinking about passed the smell test. Sometimes, it didn't. Steve and I sometimes disagreed, but I always valued his thoughts because I knew they were straight from the heart and motivated by a strong commitment to FAA and particularly the air traffic control profession. You can't beat that kind of feedback. I will miss him as a friend and counselor. Our hearts and prayers go out to his wife

Colleen, also in the ATO in the Southern Region.

**The Last Word:** Finally, former FAAer, Fred Pelzman, reminded me of a poem we ran in AOA Highlights a few years ago. He remembered it so well, he memorized it and recited it to me over coffee recently. Here it is – a John Dryden translation of a poem by the Roman poet, Horace.

*Happy the man, and happy he alone,*

*He who can call today his own: ★*

*He who, secure within, can say,*

*Tomorrow do thy worst, for I have lived today*

*Be fair or foul or rain or shine*

*The joys I have possessed, in spite of fate, are mine.*

*Not Heaven itself upon the past has power,*

*But what has been, has been, and I have had my hour. ✈*

**Gerald E. Lavey**

**Deputy Assistant Administrator for Internal Communications**